

10-10

JAN 22 1985

<b>TO:</b> (Name, office symbol, room number, building, Agency/Post)	<b>Initials</b>	<b>Date</b>
1. <i>PA+E</i>	<i>BJR</i>	<i>1/20</i>
2. <i>22 JAN 1985</i>		
3. <i>SIS</i>		
4.		
5.		

<b>Action</b>	<b>File</b>	<b>Note and Return</b>
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

**REMARKS**

*D/O P wrote & CI speak  
for SIS promotion ceremony.  
For your records.*

**DO NOT** use this form as a **RECORD** of approvals, concurrences, disposals, clearances, and similar actions

<b>FROM:</b> (Name, org. symbol, Agency/Post)	<b>Room No.—Bldg.</b>
<i>Lusann</i>	<b>Phone No.</b>

5041-102

OPTIONAL FORM 41 (Rev. 7-76)

DRAFT  
B7  
P125  
D/PENL

JAN 22 1985

SUGGESTED DCI REMARKS  
FOR  
JANUARY 1985 SIS PROMOTIONS AND AWARDS CEREMONY

GOOD MORNING, WE ARE HERE TODAY TO AWARD PROMOTIONS AND RANK STIPENDS TO MEMBERS OF THE SENIOR INTELLIGENCE SERVICE AND TO WELCOME THOSE NEWLY PROMOTED INTO THIS SENIOR CORPS. THE OFFICERS WE HONOR TODAY REFLECT THE FINEST QUALITIES OF GOVERNMENT SERVICE AND THESE SPECIAL QUALITIES ARE THE BACKBONE OF OUR INTELLIGENCE PROFESSION. I AM PLEASED TO BE ABLE TO RECOGNIZE SUCH AN OUTSTANDING GROUP OF MEN AND WOMEN. THE DEDICATION AND ENTHUSIASM OF OUR SENIOR OFFICERS ARE A SOURCE OF CONTINUING INSPIRATION TO US ALL. THE LEADERSHIP AND TALENT IN THIS SENIOR CORPS MAKE IT POSSIBLE FOR THE CIA TO CONTINUE TO PROVIDE THE HIGH QUALITY INTELLIGENCE THAT OUR NATION NEEDS AND ON WHICH OUR PRESIDENT RELIES IN MAKING CRITICAL DECISIONS AFFECTING OUR NATIONAL SECURITY. I ALSO WANT TO SAY A SPECIAL WORD OF WELCOME TO THE FAMILIES WHO WERE ABLE TO JOIN US TODAY. WE UNDERSTAND AND APPRECIATE THE VALUABLE SUPPORT THE FAMILIES PROVIDE TO OUR SUCCESSFUL OFFICERS.

PEOPLE WHO WORK IN CIA HAVE A SPECIAL PRIVILEGE IN BEING IN ACTION VIRTUALLY ALL THE TIME, WHILE THE REST OF THE GOVERNMENT, FOR THE MOST PART, IS PLANNING AND PREPARING. BY BEING IN ACTION I MEAN TO INCLUDE COLLECTING AND WEIGHING PIECES OF EVIDENCE, ARRIVING AT A CONCLUSION, WORKING OUT A METHOD OF ACCOMPLISHING SOMETHING SPECIFIC, RECRUITING, RESPONDING TO TERRORIST ATTACKS, AND THE OTHER MORE WIDELY RECOGNIZED ACTION-TYPE THINGS WE DO. AS SUPERVISORS, WE ALL NEED TO GET A FEELING OF THIS ACTIVITY THROUGHOUT THE ORGANIZATION. IT CAN DO WONDERS TO STIMULATE THE INITIATIVE, THE CREATIVITY, THE SELF-STARTING, CAN-DO ATTITUDE AND THE TEMPO AT WHICH THINGS ARE DONE HERE. I BELIEVE WE ARE WAY AHEAD OF EVERYBODY ELSE IN THESE RESPECTS, YET I STILL SEE PEOPLE SITTING FOR A COUPLE OF WEEKS ON TASKS THAT CAN BE DUSTED OFF OR MOVED ALONG QUICKLY. IN LONDON DURING WORLD WAR II, CHURCHILL HAD A STICKER WHICH READ, "ACTION THIS DAY," WHICH HE PUT ON HIS MEMOS TO MAKE THINGS MOVE. THAT SPIRIT SHOULD BE THE BOTTOM LINE OF WHAT WE CALL THE EXCELLENCE PROGRAM.

I AM ALSO A GREAT BELIEVER IN TEAMWORK. ONLY A FEW DAYS AGO I GOT TOGETHER WITH JOHN AND MY OTHER SENIOR MANAGERS AND WE DISCUSSED AND WORKED THROUGH A NUMBER OF IMPORTANT ISSUES. I BELIEVE THERE IS MERIT IN PERIODICALLY ENCOURAGING INTENSIVE DISCUSSIONS OF PROBLEMS AND ISSUES, BOTH BECAUSE SOMETIMES YOU CAN SOLVE A PROBLEM BUT ALSO BECAUSE THIS TENDS TO GENERATE A PROBLEM-SOLVING MENTALITY.

YOU ARE FAMILIAR WITH YOUR OWN PROBLEMS. I WOULD LIKE YOU ALL TO REFLECT ON THESE PROBLEMS AND TAKE APPROPRIATE ACTION TO RESOLVE THEM. I SEE IT EVERY COUPLE OF WEEKS--AN IMPORTANT PROBLEM IS BEING TOSSED BACK AND FORTH AT A MANAGEMENT LEVEL WHERE IT CAN'T BE SOLVED. OCCASIONALLY PEOPLE WILL REMAIN DEADLOCKED FOR WEEKS OR EVEN LONGER WHILE LITTLE PROGRESS IS MADE ON AN IMPORTANT TOPIC. OF COURSE, IT IS VITAL THAT WE DO THE THINKING AND STAFF WORK NECESSARY AT EACH LEVEL IN OUR ORGANIZATION TO DO QUALITY WORK, BUT I URGE YOU SUPERVISORS TO KEEP A SHARP EYE PEALED FOR SITUATIONS WHERE WE FIND OURSELVES IN A SORT OF BUREAUCRATIC GRIDLOCK, UNABLE TO MOVE FORWARD OR BACKWARD. I SENSE THIS IS MOST LIKELY TO OCCUR WHERE TWO OR MORE COMPONENTS ARE TRYING TO WORK TOGETHER TO DO SOMETHING AND WHERE THERE IS NO PERSON CLOSE ENOUGH TO THE SCENE TO UNDERSTAND WHAT'S GOING ON AND TAKE CHARGE.

LET'S GET ON WITH IT.

TODAY WE ARE RECOGNIZING [ ] AGENCY OFFICERS WITH DISTINGUISHED OFFICER AWARDS, [ ] AGENCY AND 1 INTELLIGENCE COMMUNITY STAFF OFFICER WITH MERITORIOUS OFFICER AWARDS. [ ]

STAT  
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WE ALSO RECOGNIZE TODAY THE EXCELLENT EFFORTS OF

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[REDACTED] KEYPERSONS IN THE CONSOLIDATED FUND CAMPAIGN WHICH RAN FROM 22 OCTOBER THROUGH 30 NOVEMBER 1984. THESE PEOPLE WORKED LONG AND HARD EXPLAINING THE CAMPAIGN STORY AND SOLICITING DONATIONS FROM THEIR FELLOW EMPLOYEES WHILE AT THE SAME TIME PERFORMING THEIR REGULAR DUTIES. IN THIS YEARS CAMPAIGN, \$359,253 WAS COLLECTED, MORE THAN IN ANY PREVIOUS CAMPAIGN. IT SHOULD ALSO BE NOTED THAT, THROUGH OUR KEYPERSONS' FINE EFFORTS, IT WAS A BANNER YEAR FOR THE EDUCATIONAL AID FUND, WHICH RECEIVED TOTAL DONATIONS OF \$49,744, AN INCREASE OF 14% OVER LAST YEAR. THE PUBLIC SERVICE AID SOCIETY RECEIVED A TOTAL OF \$30,491, AN INCREASE OF 20%. I AM PLEASED TO ANNOUNCE THAT 36 MAJOR COMPONENTS MET OR EXCEEDED THEIR CAMPAIGN GOALS. THE KEYPERSON IN THOSE ORGANIZATIONS WILL RECEIVE A SPECIAL CERTIFICATE OF APPRECIATION FROM ME. REPRESENTING THOSE 36, FOUR KEYPERSONS, WHOSE OFFICES EXCEEDED THEIR GOALS BY THE HIGHEST PERCENTAGES, WILL RECEIVE CERTIFICATES TODAY.